
































Commonwealth of Virginia
Interim Balanced Scorecard Project Evaluation
for the
Education Information Management System

Criteria	Score	Comment
<u>Stakeholder Perspective</u>		
1. To what degree does the proposed investment result in significant tangible and intangible benefits for stakeholders?		Tangible and intangible benefits are clearly identified and substantiated in the proposal.
2. To what degree does the proposed investment target stakeholders that have been chronically underserved by information technology investments?		The proposed EIMS supports local school districts, typically underserved, with viable automated solutions for meeting new mandates.
3. To what degree does the proposed investment increase public protection, health, education, environment, or safety?		The proposed EIMS significantly improves education accountability and planning capability.
4. To what degree does the proposed investment anticipate improvements to internal and external customer service delivery (e.g., faster response, greater access to information, elimination or reduction in client complaints)?		The proposed EIMS anticipates significant improvements in service delivery to local school districts served by DOE. Improvements include greater access to information in support of federal reporting and decision making.
5. To what degree does the proposed investment increase citizen access to government services?		The proposed EIMS includes a self-service component for parents and students to track SOL achievements.
<u>Business Process Perspective</u>		
6. To what degree does the proposed investment result in information sharing between organizational units throughout the proponent agency?		The proposed EIMS will result in expanded information sharing and reporting.
7. To what degree does the proposed investment anticipate greater flexibility in agency responses to stakeholder requests, reduction, or elimination of paperwork or manual tasks?		The proposed EIMS will eliminate an estimated 241,000 hours of manual processing currently required for reporting. Integrated web-based access to information will provide greater flexibility in agency response to stakeholder requests.
8. To what degree does the proposed investment anticipate improved use of resources, improved turnaround time, or expanded capacity of key processes?		The proposed EIMS will allow for the redirection of resources from manual reporting activities to tasks that directly benefit students.
9. To what degree does the proposed investment support legal or regulatory requirements?		The proposed EIMS specifically supports multiple federal reporting and regulatory requirements directly tied to federal education funding.

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10. To what degree does the proposed investment synchronize with mission needs, agency critical issues, and core business activities?		The proposed EIMS directly supports the agency's mission, core business activities, and critical issues.
11. To what degree does the proponent agency possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope?		The DOE and the assigned Project Manager have a proven success record in management of large complex IT projects.
<u>Project Management Perspective</u>		
12. To what degree does the proposed investment present a sound business case?		A solid business case is presented in the proposal.
13. To what degree does the project proposal or charter adequately establish project scope, cost, and schedule baselines?		One project deliverable is a detailed requirements definition document. Therefore, this criterion is rated as Yellow with the recommendation that a project risk associated with scope be established to ensure the final requirements document remains within the approved scope definition.
14. To what degree does the proposed investment have executive-level sponsorship, including the appropriate cabinet secretary?		The project charter has been approved by the agency head and the proponent secretary. The EIMS project is strongly supported by the Governor.
15. To what degree does the project charter define an effective project management organization?		The project charter should identify specific project team members. The project manager should obtain PM qualification through the Commonwealth PMDP.
16. To what degree is adequate and sustained funding insured for the duration of the proposed investment?		Funding is secured for the current fiscal year for completion of a Phase 1 Pilot. Additional funding is included in the Governor's proposed budget; however, funding is contingent upon General Assembly action.
<u>Financial and Economic Perspective</u>		
17. To what degree will the proposed investment result in a positive return on investment?		A positive ROI is calculated and significant intangible benefits are identified and substantiated.

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18. To what degree does the proposed investment target business areas that have been chronically underserved in the past by the lack of investments in information technology?		Mandated reporting requirements are currently accomplished through labor intensive processes at local school districts. The proposed EIMS will serve local school districts to automate processes.
19. To what degree does the proposed investment leverage funding from the federal government or from the private sector?		The proposal specifies that twenty-five percent of the project funding will be from federal funds.
20. To what degree does the proposed investment lead to increased economic development within the state?		The proposed EIMS may indirectly support economic development by documenting the success of Virginia's education system. However, this was not specified in the proposal.
<u>Enterprise (Commonwealth) Portfolio Perspective</u>		
21. To what degree does the proposed investment move the Commonwealth toward an enterprise business model with business partners and stakeholders?		The proposed EIMS will establish a uniform, shared system for state and local school administration.
22. To what degree does the proposed investment serve multiple agencies through functional and process integration and improved data sharing?		The proposed EIMS is intended to support DOE and local school districts' federal compliance reporting through a shared, integrated, web-based system.
23. To what degree does the proposed investment support the enterprise goals of consolidation of infrastructure, security, and administrative systems?		The project proposes use of an application service provider (ASP) arrangement for provision of software and hardware services, which supports consolidation goals. However, this criterion is rated as yellow until security is specifically defined.
24. To what degree does the proposed investment help balance the amount of aggregated risk in the Commonwealth portfolio?		Aggregated risk targets for the Commonwealth portfolio have not been established by the ITIB.
25. To what degree does the proposed investment support the Commonwealth Enterprise Architecture?		The RFP requires vendors to be compliant with the Commonwealth Enterprise Architecture.
26. To what degree does the proposed investment maintain the desired portfolio balance between long-and-short term information technology investments?		The target mix for long- and short-term investments within the Commonwealth portfolio have not been established by the ITIB.